

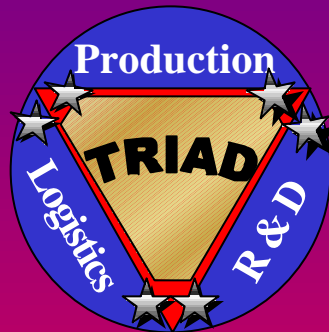


U.S. Army Industrial Operations Command



U.S. Army
TACOM

TRIAD Overview



Robert J. Kuper
APEO/Director, Program Management
TRIAD Executive Council

What is the TRIAD?

TRIAD

MEMORANDUM OF AGREEMENT

OCT 98

Purpose:

“... To ensure that a Teaming environment exists...and that integrated family-based management and acquisition plans are developed for all munitions.”

“...To pursue the most comprehensive and cost-effective approach to the life-cycle management of munitions for the Army.”

/s/

PEO GCSS



CG TACOM

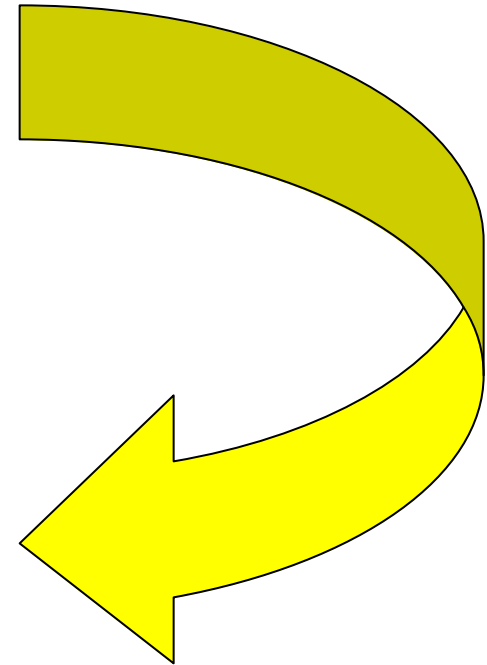


CG IOC

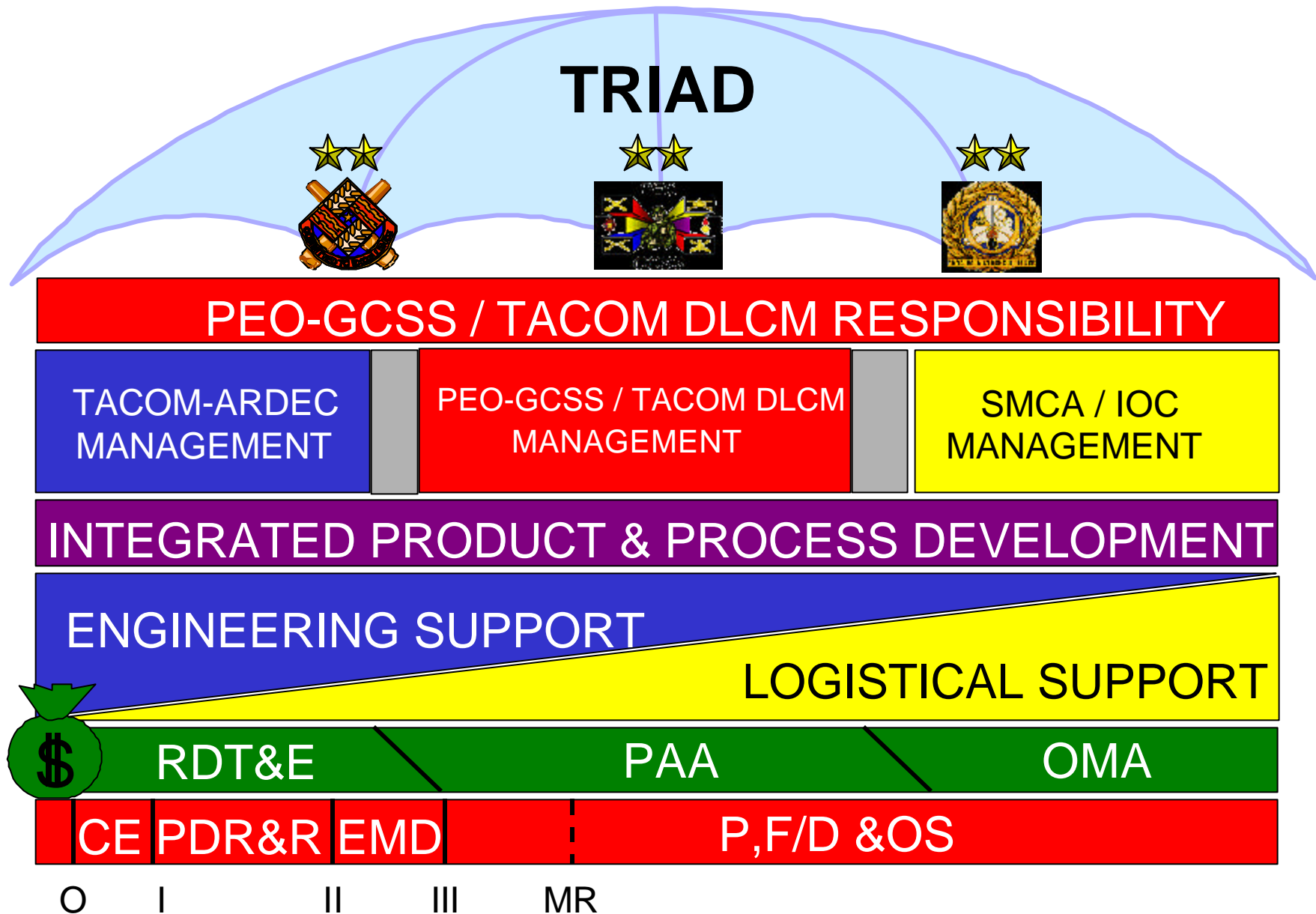


Why a TRIAD?

- **PNNL Study**
 - Fragmented Management
 - Changing Requirements
 - Acquisition Reform
 - Future Technology Drivers
- **Industrial Base Policy 98-1**
 - Let Competition Shape the Base
 - Reduce Costs
 - Life Cycle Focus
 - Achieve “Best Value” - Quality and Cost Effective
- **The Logical thing to do!**



Ammunition Life Cycle Umbrella



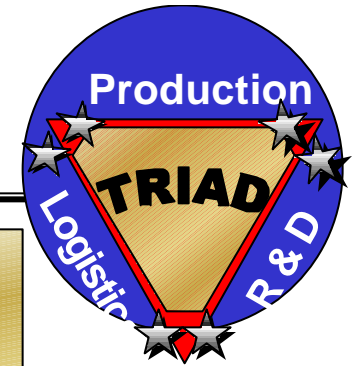
TRIAD Members

**** MG Joseph W. Arbuckle
CG Industrial Operations Command**

**** MG John S. Caldwell, Jr.
CG, Tank-Automotive
and Armaments Command**

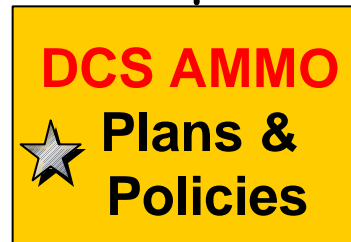
****MG John F. Michitsch
PEO Ground Combat and Support Systems**

TRIAD



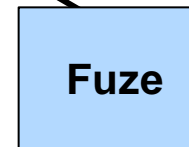
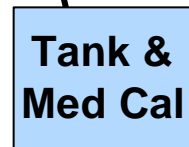
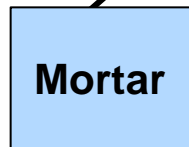
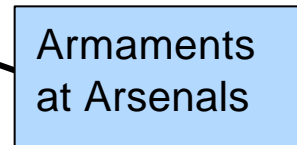
SAG:

- DPEO, GCSS
- Tech Dir., ARDEC
- Deputy to CG, IOC
- Civ. DCS-Ammo



MOA

- ATD Sys Dev & Eng/ TACOM-ARDEC
- Civ Exec, Muns & Armts Ctr/IOC
- DLCM / TACOM
- Director for PM / PEO-GCSS



Ammo Family IPT

IPTs Are How We:

Achieve Teaming Across the Life Cycle

- TACOM-ARDEC
- PM
- IOC
- All Stakeholders

Develop Most Cost Effective Strategies for Entire Ammo Family:

- Review ing Funded Work Requirements
- Developed Acquisition Strategies
- Determine Industrial Base Needs/Impacts
- Coordinate Policy Matters across Teams

The Goal

Seek Life-Cycle Improvements

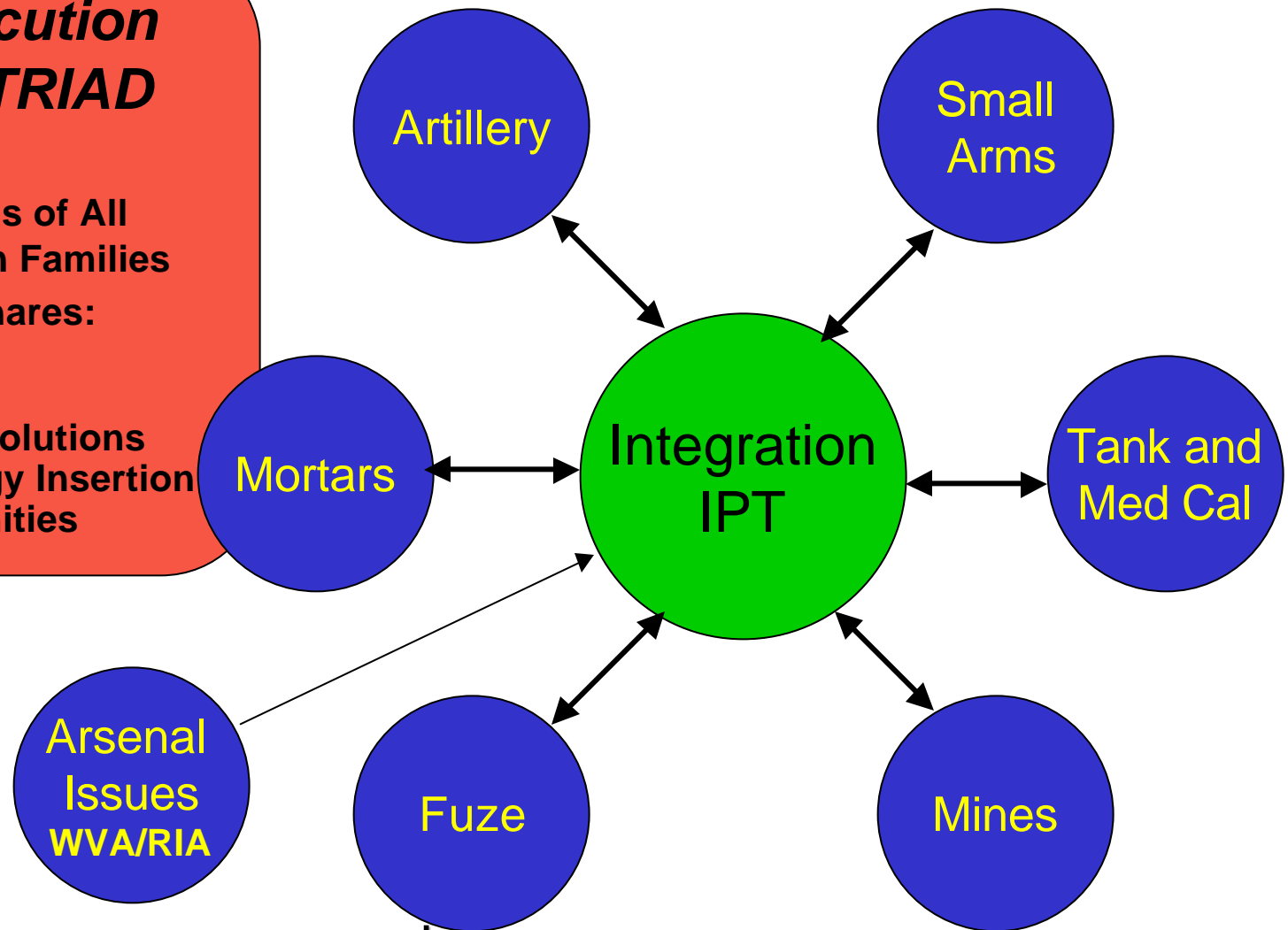
- Efficiency
- Best Product for Warfighter

REAL Impacts: Acquisition Strategies/Plans, Challenging Reqts, Identify/Solve IB Issues, Creative Solutions, Infuse Technology

Integration IPT

The Execution Arm of TRIAD

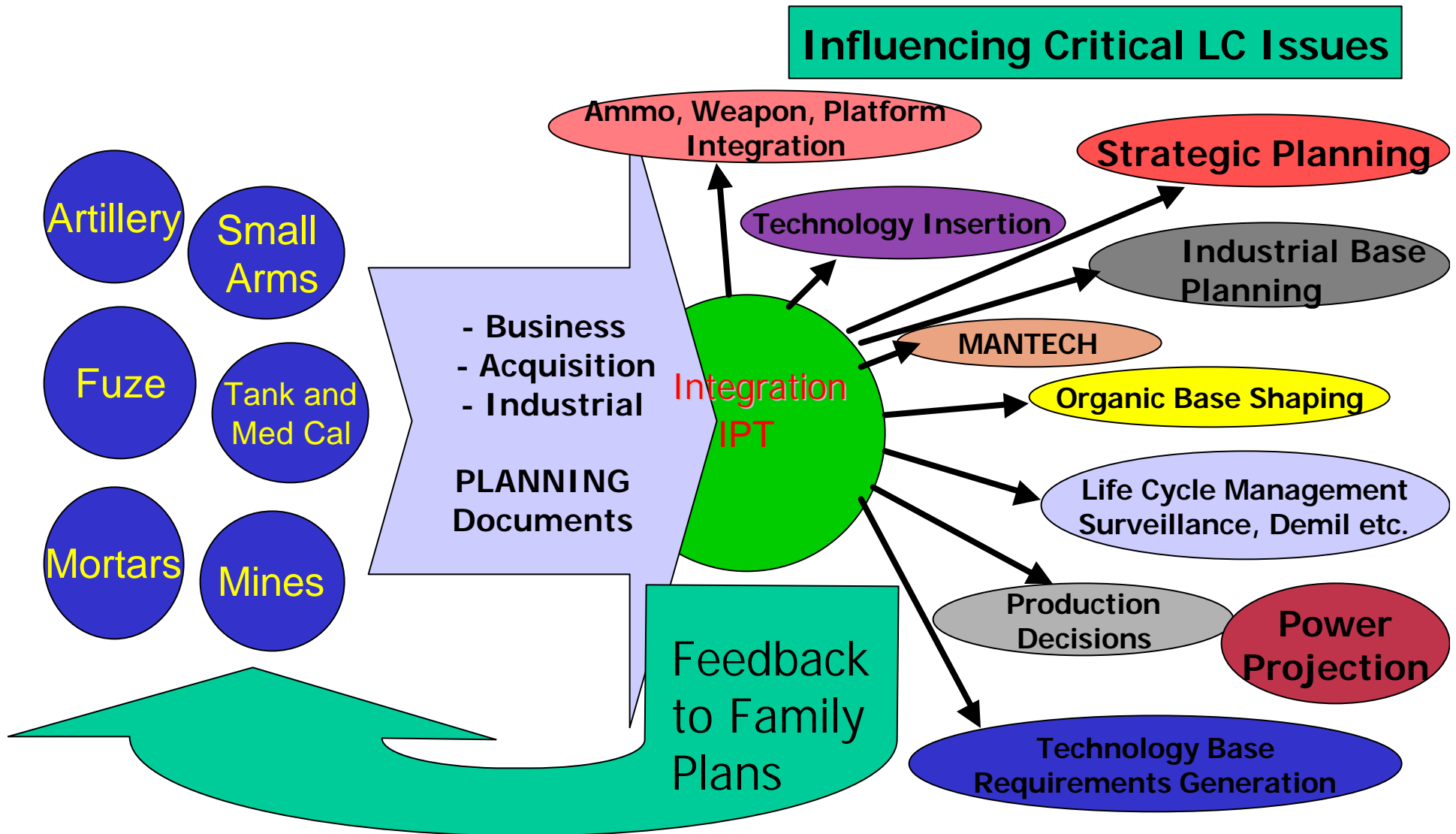
- Reviews Plans of All Ammunition Families
- Seeks and Shares:
 - Synergy
 - Impacts
 - Creative Solutions
 - Technology Insertion Opportunities



Performing Critical Role NOW!

TRIAD Family Teams

Life Cycle Planning Documentation



Accomplishments/Benefits

“Knowledge-based, Issues-Driven, Decision-making Processes”

- **IPPD - All stakeholders involved in the decision-making process thru IPTs.**
 - **Unified the Community**
 - **Strengthened the PM’s decision-making ability**
 - **Tied together the entire Life Cycle**
 - **Evolving with Industry an integral participant**
- **Strategic Perspective/Planning accomplished**
 - **Team Level**
 - **TRIAD/TEC Level - Strategic Vision, Goals, Processes**
- **LC processes understood - Better planning results**
- **Better real-time execution - Buy-in**
- **Impacts across Families being effectively worked**
- **Efficiencies can be identified and exploited - continuously**
- **Allows for continuous Process and Product Improvement**

The TRIAD Family IPT Challenges

“Very Significant”

- Building Strategies which must:
 - Buy as much WR as possible
 - Expedite transition to Smart
 - Protect ability to produce items out of production
 - Make sure we meet replenishment requirements
 - Protect the stockpile
 - Provide enough training ammo
 - Right-size and modernize the base
- TRIAD/Teams must decide priorities
- No additional funding!

Industry Involvement

- **Industry is affected by changes in management and acquisition approach.**
- **Industry partnership is needed to achieve expected benefits.**
- **Some information is both procurement/budget sensitive.**
 - **Taking necessary precautions**
- **We have developed a forum in which to involve industry in our planning, without violating legal/procurement rules.**
 - **Performance-based SOW with NCAT**
 - **Two Industry Reps**
 - **Full and Open Coordination**
 - **Web-site Link**
- **Anticipate various tasks supporting TRIAD Strategic business thrusts**

The Way - Forward

- **Current issues - Resolve, provide guidance & direction for Implementation - Move forward**
 - Replenishment, Section 806, Arsenal Act
 - Prioritization - Industrial Base Issues
- **Continue LC planning and management**
 - Obvious focus is on Acquisition and Industrial Base implications
 - Technology Base
 - O&S phase
- **Develop Strategy to Influence the POM**
 - e.g.CAM IPT impacting POM '02; Competent to Smart transition
- **Strategic Area of Focus - Smart vs. Conventional mixes, Acquisition & IB transition planning**
 - Medium Brigade
 - TRADOC - Legal Mix IX, PMLS Results
 - Budget Realities
 - Changing Paradigms - Training impact from M&S (STRICOM) and Industrial Base investments - Reinvestment

Fertile Ground for Life Cycle Management Influence

- **Technology Base**
 - Better integration of PM LC Management Needs
 - Integration of MANTECH into Tech Base Strategy
 - NCAT Studies of IB
 - TIME - Revolution in Industrial Base Capability
- **Acquisition**
 - Competition Shaping the Future Base
 - Consolidation - capacity utilization - Preserve “Required” Capabilities
 - Tech Insertions - Continuous Product Improvements
 - Creative Replenishment solutions
 - Best Value contracting - Performance driven
- **Operations & Support Cost Reduction (OSCR) and Total Ownership Cost Reduction (TOCR)**
 - LC Assurance - Ultra-Reliability, Obsolescence and CAIV
 - IB applications of Re-Use and Re-Utilization
 - Demil - priorities, technologies, better planning during R&D
 - Logistics - Reduced footprint - Innovative technologies

Summary

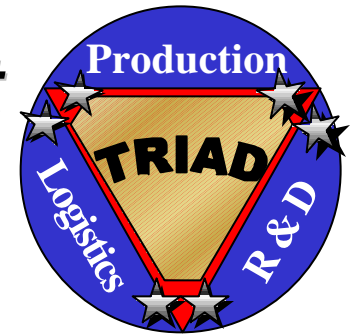
- **The TRIAD process has been working effectively this first year**
 - **Teams - Commo, Learning, Cooperation, Perspectives, Action.**
 - **Process Management - continually assess for performance/ improvement**
 - **Metrics and formal training to be emphasized**
- **Issues-driven Processes**
 - **Tiger Team Approach - Focus on POM and User Requirements Impacts; Challenge Requirements - Bring about Change**
- **Senior Advisory Group Added in December**
 - **Top level communications added; Vision and Focus Areas**
 - **Alternate Dispute Resolution Process**

Summary

- **Status of Family Planning Documentation**
 - **100% complete - Need to begin Updates - Industry Inputs**
 - **Integration Team performing it's critical work NOW!**
- **Industry Involvement Process in place.**
- **2000 Focus:**
 - **Strategic Vision**
 - **Acquisition Strategies**
 - **FAA, PMLS**
 - **Increased Work with industry, NDIA, AUSA etc...**
 - **Mantech**
 - **Brigade Combat Teams**
- **The opportunities to influence the life cycle are greater than ever. Tech base through Demil is the focus.**

“We are Achieving the IPPD Environment and IPT management processes desired in Acquisition Reform”

2000 Munitions Executive Summit



★★	Common Mission
★★	Unified Voice
★★	Shared Reward